

RELATIONSHIP BETWEEN SUCCESS FACTORS AND ENHANCED WORK PERFORMANCE OF EDUCATED WOMEN ENTREPRENEURS IN ENUGU URBAN CITY, NIGERIA

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ABSTRACT

The paper examined the relationship between success factors and enhanced work performance of educated women entrepreneurs in Enugu urban city. It defines educated women entrepreneurs as women university graduates that own and operate their own businesses independently. The objective of this research is to examine the relationship between success factors (education/industrial experience and knowledge of marketing) and enhanced work performance of educated women entrepreneurs in Enugu urban city. Thus the research question addressed the extent of influence of education/industrial experience and knowledge of marketing on the enhanced work performance of educated women entrepreneurs in Enugu urban city. The research is based on the human capital theory (Becker, 1975) which assumes that formal education and skill development is highly instrumental and even necessary for improving the productive capacity of women entrepreneurs. The research is a cross-sectional survey of 100 judgmentally selected educated women entrepreneurs from the ten commercial zones of Enugu urban city. It concludes that education/work experience and knowledge of marketing influenced the work performance of educated women entrepreneurs. Based on the findings, the following recommendations among others were made: all prospective educated women entrepreneurs in Nigeria should undergo formal skill acquisition training before setting up their own business, a minimum period of six months apprenticeship is recommended for skill acquisition and creation of special government funding agency for educated women entrepreneurs.

Keywords: Educated women entrepreneurs, education/work experience, knowledge of marketing, work performance, Human capital theory.

Introduction

Nigerian women are traditionally entrepreneurial. About 85 per cent of women who go into businesses after their university education succeed. All over the world, women have proved to be better managers than men because they have better perception of people and are more careful in decision taking. Unfortunately, most of them are not economically empowered, making it difficult for them to start their own businesses. But when they start, at least, 85 per cent of those businesses record fantastic success stories because they are more careful/painstaking in their approach to decision making than men. Hence, the Nigerian woman especially those in Enugu urban city needs encouragement both from the home front and the government. Educated women own most of the small businesses in Enugu urban city and have operated these businesses for many years. Interestingly, they are not begging or stealing; they have remained in business despite the challenges of their role as mothers/wives and the apparent lack of government financial support.

Work is essential in life, people work to live and live to work. Work is an important source of identity which provides a sense of fulfillment by affording the individual worker a sense of purpose and protection in the society. Traditionally, Igbo women are not expected to be involved in occupations that take them outside their matrimonial homes or that interfere with their child bearing/family management role. Nowadays, women are now allowed to work and also embark on business activities that will enable them generate income and support their husbands to take care of the family. They go into entrepreneurship activities and at the same time take care of their children at home. Educated women entrepreneurs are seen as individuals who have the ability to identify and evaluate business opportunities, gather the necessary resources and to initiate appropriate actions that ensure business success.

Traditional social norms in Nigeria only permitted women to focus on family needs while allowing men to give primary attention to work. Presently, both men and women are being integrated in the economy of the household with high dependence on each other's labour for their livelihood. Udegbe and Omare (1994) suggested that women's experiences are probably different from those of their male counterparts at work. Women are increasingly getting involved in business and contributing financially to household requirements, in addition to their traditional roles as housewives. The extent to which wives are able to cope with these multiple roles is likely to be a significant factor in their personal adjustment at work.

Entrepreneurial, success creates an atmosphere where educated women can connect with one another, share best practices, build business opportunities and recognize female influence in business and technology. Entrepreneurship is a rugged venture, if it succeeds; the entrepreneur has every reason to ride the crest to self- fulfillment and happiness. If it fails, opportunities exist to try again. However, failure can be avoided by a good knowledge of the success factors (education/work experience and knowledge of marketing). Knowledge of these factors is a good way to avoid the pains of failure and the consequent loss of resources. It has been shown that while all types of business are subject to failure, the mortality rate is highest among new businesses operated by uneducated women. However, the avoidance of failure inducing factors should cause success, while this is true; it becomes pertinent to examine the success factors that influence work performance of educated women entrepreneurs in Enugu urban city.

1.2 Statement of the Problem

The high mortality rate of business organizations operated by uneducated women in Enugu urban city and its associated financial and psychological loss coupled with its negative impact on the economy (job losses, loss in tax revenue, increase in social vices etc.) has informed the need for a study on the relationship between success factors and enhanced work performance of educated women entrepreneurs in Enugu urban city.

1.3 Research Objective

The objective of this study is to examine the success factors that enhance the work performance of educated women entrepreneurs in Enugu urban city. Specifically, the objectives of this study are follows:

1. To examine the influence of education/industrial experience on enhanced work performance of educated women entrepreneurs in Enugu urban city.

2 To examine the influence of marketing knowledge on enhanced work performance of educated women entrepreneurs in Enugu urban city.

1.4 Research Questions

The high mortality rate of business organizations operated by uneducated women in Enugu urban city has prompted the following research questions:

1. To what extent does significant relationship exists between education/industrial experience and enhanced work performance of educated women entrepreneurs in Enugu urban city?
2. To what extent does significant relationship exists between marketing knowledge and enhanced work performance of educated women entrepreneurs in Enugu urban city?

1.5 Research Hypotheses

In view of the above research questions, the following null hypotheses were formulated to aid the study:

1H₀: There is no significant relationship between education/ industrial experience and enhanced work performance of educated women entrepreneurs in Enugu urban city.

2H₀: There is no significant relationship between marketing knowledge and enhanced work performance of educated women entrepreneurs in Enugu urban city.

2.1 Literature Review

Most educated women who go into small-scale business do so because their husband disallowed them from practicing their chosen career. Stressing on the role of experience in the success of educated women entrepreneurs, Nwachukwu, (1990), opines that experience tends to reduce errors and enhance organizational efficiency and effectiveness. According to Midichie (1999), education is a tool for the economic emancipation of women from dominance of men and enables them to pilot their business affairs to a greater height.

Culturally the role of women is that of child bearing, agricultural production and housekeeping (Nsofor, 2001). It is this cultural view that tends to limit or reduce the number of educated women entrepreneurs. Also, the knowledge of marketing assists educated women entrepreneurs to understand their business and make strategic decision towards achieving organizational predetermined goals and objectives (Okechukwu, 2008). According to Thompson (2003), the knowledge of marketing assists educated women entrepreneurs to identify trends and obtain relevant consumer behaviour information. Hence, females have a high self-concept of themselves, they believe in their capabilities and ability to accomplish any task Marshall (1998). The dual labour market theory argues that the labour market is divided into two separate markets: the primary market consisting of jobs with career prospect, high and stable employment and the secondary market whose jobs are dead end, low paid and poor prospect. Research has shown that women are over-represented in the secondary market. Since women's social challenges contribute to their involvement in small-scale business, it is essential to study the psychological and social variables that could interfere with their perception of success in business.

Educated woman entrepreneurs in Enugu urban city are generally known for their self-confidence that is their capacity to meet objectives, face challenges and accomplish difficult tasks. In practice, educated woman entrepreneurs all over the world, demonstrate different degrees of innovativeness, achievement motivation, risk taking, pro-activeness and the like. This means that different levels of entrepreneurship do exist among women according to their background. That is, some woman are entrepreneurial than others entrepreneurs depending on their background. It is against this background that it becomes pertinent to undertake a research that examines the success factors and work performance among educated women entrepreneurs in Enugu urban city.

2.2 Conceptual Framework

Educated women entrepreneurs are women university graduates that own and operate their own businesses independently. They could be described as ambitious business leaders who combine land, labour and capital to create and market new goods or services for profit making. They could also be described as those who have decided to take control of their future by becoming self-employed through the creation of their own unique business. Over time, some writers have identified entrepreneurship with the function of uncertainty-bearing, others with the coordination of productive resources, others with the introduction of innovation, and still others with the provision of capital (Hoselitz, 1952). The key issues in entrepreneurship are creativity, initiative and ambition for growth and development of one's owned business. Entrepreneurship is often overlooked in development economics due to its elusive nature; though it is a necessary ingredient for stimulating growth (Burnett, 2000). Although, the representation of female entrepreneurs in the informal sector is higher than that of male entrepreneurs in Nigeria, their participation is however underestimated and overlooked (Berger and Byvinie, 1989).

Entrepreneurship is a rugged venture, if it succeeds; the entrepreneur has every reason to ride the crest of self- fulfillment and happiness. If it fails, opportunities exist to try again. However, failure can be avoided by a good knowledge of the success factors. Knowledge of these factors is a good way to avoid the pains of failure and the consequent loss of resources. A very important factor affecting the survival and failure of a new venture is the choice of the product or service to be offered. If the product service line is in a growing market and the domain not very competitive, surely the new business will succeed. Education is another important business success factor. Although higher education cannot be said to be necessary for all types of business, it is related to success in the more promising ventures, that is the medium and large scale business or those planned to grow to such heights. Technical education tends to have a high relationship with successful high-tech ventures. Education has also been shown to be related to high capitalization in business ventures operated by women.

Another important contributing factor to the success of educated women entrepreneurs is a sound knowledge of the market, its segments, the target market, type of product, pricing, location of the market, the penetration techniques and other success enhancing factors. This will enable educated women entrepreneurs to identify the wants, needs and desires of the consumers in their target market. Educated women are increasingly getting involved in business and contributing financially to household requirements, in addition to their traditional roles as housewives. The extent to which educated wives are able to cope with the demands of these multiple roles is likely to be a significant factor in their personal adjustment at work.

Educated women entrepreneurs are resourceful and creative. They are different from ordinary businessmen who only perform traditional functions of management like planning, organization, and coordination. Aside from being innovators and reasonable risk-takers, educated women entrepreneurs take advantage of business opportunities and transform these into profits. So, they introduce something new or something different. Such entrepreneurial spirit has greatly contributed to the modernization of economies. They engage in serious mobilization of capital resources and are the organizers and coordinators of the major factors of production, such as land, labor and capital. They properly mix these factors of production to create goods and service.

2.3 Theoretical Framework

This research is based on the human capital theory (Becker, 1975) which assumes that formal education and skill development is highly instrumental and even necessary for improving the productive capacity of women entrepreneurs. Human capital theory posits that the development of skills is an important factor in production activities. It focuses on the knowledge and skill sets that human beings have rather than their capacity to perform basic labour tasks. Becker (1975) suggested that human capital is what people invest in themselves through education and training in order to improve their own abilities and build up wealth. In this study, human capital refers to general knowledge (i.e. common knowledge such as level of education) and specific industry experience (i.e. industry-specific knowledge gained through hands-on experience

including job knowledge, management knowledge or entrepreneurship knowledge).

Human Capital has been considered as critical and crucial to women entrepreneurial development. Educated women entrepreneurs in developing countries are, therefore, likely to bring other experiences into the growth of their micro-businesses apart from their university degrees and other educational attainments as indicated by the proponents of human capital theory. These experiences and skills may be generic: for example, a person's informal educational attainment, general work experience, preparedness for entrepreneurship, family occupational background, life experiences, socialization, and business orientation. All these may influence the ways in which the person acts as an entrepreneur.

3.1 Research Methodology

The scope of this research is limited to educated women entrepreneurs in Enugu urban city. It is assumed that the responses obtained from the sample respondents would be representative of the opinions of all educated women entrepreneurs on the relationship between education/experience/marketing knowledge and enhanced work performance among educated women entrepreneurs in Enugu urban. An exploratory, cross-sectional survey was used in generating the primary data required for the study. The research is a cross-sectional survey of 100 educated women entrepreneurs judgmentally selected from the ten commercial zones of Enugu urban city, ten from each zone.

The questionnaire was designed to obtain a fair representation of the opinions of the 100 sample respondents from the ten commercial zones of Enugu urban city using a four-point Likert type scale. The questionnaire responses of the sample respondents were presented using tables while the formulated hypotheses were tested using analysis of variance (ANOVA). A total of 100 copies of the questionnaire were administered, collected and used for the analysis.

4.1 Results and Discussions

4.1.1 Distribution of responses on research questions

The distribution of responses on the research questions from 100 judgmentally selected educated women entrepreneurs in Enugu urban city is as shown in the tables 4.1 and 4.2 below:

Research Question 1: Does education/industrial experience enhance the work performance of educated women entrepreneurs in Enugu urban city?

Table 4.1: Mean responses on the influence of education/industrial experience on work performance of educated women entrepreneurs in Enugu urban city (n=100)

S/N	Research Questions	SA (4)	A (3)	D (2)	SD (1)	Total Responses	Mean Score
1	Does education through learning enhance the success of educated women entrepreneurs in Enugu urban city?	50 200	20 60	20 40	10 10	310	3.10
2	Does education enable educated women entrepreneurs in Enugu urban city to acquire relevant information used in the successful conduct of their business?	40 160	30 90	15 30	15 15	295	2.95
3	Does education enable educated women entrepreneurs in Enugu urban city to apply the correct strategies to enhance their performance?	30 120	30 90	20 40	20 20	270	2.70
4	Does the industrial experience of educated women entrepreneurs in Enugu urban city ensure that they possess the technical know-how to run their business effectively?	35 140	30 90	25 50	10 10	290	2.90
5	Do educated women entrepreneurs in Enugu urban city require industrial experience to effectively conduct their business to a greater height?	40 160	30 90	20 40	10 10	300	3.00
	Grand Mean						2.93

Source: Field Survey, 2012.

Table 4.1 shows that questions: 1, 2, 3, 4, and 5 with varying mean scores of 3.10, 2.95, 2.70, 2.90 and 3.00 were above the weighted average of 2.5. The table further revealed a grand mean score of 2.93 indicating that education/industrial experience enhanced the work performance of educated women entrepreneurs in Enugu urban city.

Research question 2: Does knowledge of marketing enhance the work performance of educated women entrepreneurs in Enugu urban city?

Table 4.2 Mean responses on the influence of knowledge of marketing on work performance of educated women entrepreneurs in Enugu urban city (n=100).

S/N	Research Questions	SA (4)	A (3)	D (2)	SD (1)	Total Responses	Mean Score
6	Does knowledge of marketing enable educated women entrepreneurs in Enugu urban city to understand their business venture and make strategic decisions?	50 200	30 90	10 20	10 10	320	3.20
7	Does knowledge of marketing enable educated women entrepreneurs in Enugu urban city to identify trends and recognize emerging opportunities in their business venture?	30 120	40 120	20 40	10 10	290	2.90
8	Does knowledge of marketing enable educated women entrepreneurs in Enugu urban city to undertake market research that aids the business venture?	50 200	20 60	20 40	10 10	310	3.10
9	Does knowledge of marketing enable educated women entrepreneurs in Enugu urban city to earn extra ordinary returns?	40 160	30 90	15 30	15 15	295	2.95
10	Does knowledge of marketing enable educated women entrepreneurs in Enugu urban city to obtain relevant consumer behaviour information?	45 180	25 75	20 40	10 10	305	3.05
	Grand Mean						3.04

Source: Field Survey, 2012.

The responses of the respondents on table 4.2 indicate that questions: 6, 7, 8, 9, and 10 with mean scores of 3.20, 2.90, 3.10, 2.95 and 3.05 were above the weighted average of 2.5. The grand mean of 3.04 shows that knowledge of marketing enhanced the work performance of educated women entrepreneurs in Enugu urban city.

4.2.1 Test of the First Hypothesis

H₀: There is no significant relationship between education/ industrial experience and enhanced work performance of educated women entrepreneurs in Enugu urban city.

H₁: There is a significant relationship between education/ industrial experience and enhanced work performance of educated women entrepreneurs in Enugu urban city.

Table 4.3 Computation of Statistical Variables on the First Hypothesis from table 4.1

S/N	Strongly Agree		Agree		Disagree		Strongly Disagree	
	X	X ²	X	X ²	X	X ²	X	X ²
1	50	2500	20	400	20	400	10	100
2	40	1600	30	900	15	225	15	225
3	30	900	30	900	20	400	20	400
4	35	1225	30	900	25	625	10	100
5	40	1600	30	900	20	400	10	100
	195	7825	140	4000	100	2050	65	925

Source: Survey Data, 2012.

Calculation of total sum of square (SS_T)

$$\text{Total SS} = \sum X^2 - \frac{(\sum X)^2}{N}$$

N

$$\sum X^2 = 7825 + 4000 + 2050 + 925 = 14800$$

$$\frac{(\sum X)^2}{N} = \frac{(195 + 140 + 100 + 65)^2}{20} = \frac{(500)^2}{20} = 12500$$

$$\frac{\sum X^2 - (\sum X)^2}{N} = \frac{14800 - 12500}{20} = 2300$$

N

$$SS_T = 2300$$

$$\text{Between SS} = \sum \frac{(\sum X)^2}{n} - \frac{(\sum X)^2}{N}$$

n

N

$$\frac{(\sum X)^2}{n} = \frac{(195)^2}{5} + \frac{(140)^2}{5} + \frac{(100)^2}{5} + \frac{(65)^2}{5}$$

$$\frac{(\sum X)^2}{n} = \frac{7605}{5} + \frac{3920}{5} + \frac{2000}{5} + \frac{845}{5}$$

$$= 7605 + 3920 + 2000 + 845 = 14370$$

$$(\sum X)^2 = (195 + 140 + 100 + 65)^2 = (500)^2 = 12500$$

$$N \quad \quad \quad 20 \quad \quad \quad 20$$

$$SS_B = 14370 - 12500 = 1870$$

$$SS_W = SS_T - SS_B$$

$$= 2300 - 1870 = 430$$

$$SS_W = 430$$

Calculation Degrees of Freedom

df for the whole group = total number of observation minus one

$$df = 20 - 1 = 19$$

$$SS_B \text{ df} = \text{number of group minus } 1 = 4 - 1 = 3$$

$$SS_W \text{ df} = \text{number of group taken away from number of subjects} = 20 - 4 = 16$$

Calculation of Mean Squares:

$$\text{Mean square for } SS_B = \frac{1870}{3} = 623.33$$

$$3$$

$$\text{Mean square for } SS_W = \frac{430}{16} = 26.88$$

$$16$$

$$F\text{-value} = \frac{\text{Between group mean square}}{\text{Within group mean square}} = \frac{623.33}{26.88} = \mathbf{23.19}$$

$$\text{Within group mean square} \quad 26.88$$

Table 4.4: Computation of Analysis of Variance on the influence of education/industrial experience on enhanced work performance of educated women entrepreneurs in Enugu urban city.

Source of variance	Sum of squares	Degree of freedom	Mean sum of squares	Calculated F-value	Table critical F value	Decision
Between groups	1870	3	623.33	23.19	6.30	Reject
Within group	430	16	26.88			
Total	2300	19				

Source: Statistical Computation and Table.

From table 4.4, the calculated F-Value (23.19) exceeded the 6.30 critical table values for 3 and 16 degrees of freedom. The null hypothesis is rejected while the alternative is accepted. Thus there is a significant

relationship between education/ industrial experience and enhanced work performance of educated women entrepreneurs in Enugu urban city.

4.2.2 Test of the Second Hypothesis

H₀: There is no significant relationship between marketing knowledge and enhanced work performance of educated women entrepreneurs in Enugu urban city.

H₁: There is a significant relationship between marketing knowledge and enhanced work performance of educated women entrepreneurs in Enugu urban city.

Table 4.5 Computation of Statistical Variables on the second Hypothesis from table 4.2.

S/N	Strongly Agree		Agree		Disagree		Strongly Disagree	
	X	X ²	X	X ²	X	X ²	X	X ²
6	50	2500	30	900	10	100	10	100
7	30	900	40	1600	20	400	10	100
8	50	2500	20	400	20	400	10	100
9	45	1600	30	900	15	225	15	225
10	45	2025	25	625	20	400	10	100
	215	9525	145	4425	85	1525	55	625

Source: Survey Data, 2012.

Calculation of Total Sum of Square (SS_T) Total SS = $\frac{\sum X^2 - (\sum X)^2}{N}$

N

$$\sum X^2 = 9525 + 4425 + 1525 + 625 = 16100$$

$$\frac{\sum X^2 - (\sum X)^2}{N} = \frac{16100 - (500)^2}{20} = \frac{16100 - 250000}{20} = 12500$$

$$N = 20$$

$$\sum X^2 - \frac{(\sum X)^2}{N} = 16100 - 12500 = 3600$$

N

$$SS_T = 3600$$

$$SS_B = \frac{\sum X^2}{n} - \frac{(\sum X)^2}{N}$$

n N

$$\frac{\sum X^2}{n} = \frac{(215)^2}{5} + \frac{(145)^2}{5} + \frac{(85)^2}{5} + \frac{(55)^2}{5}$$

$$n = 5 \quad 5 \quad 5 \quad 5$$

$$= 9245 + 4205 + 1445 + 605 = 15500$$

$$\frac{\sum X)^2}{N} = \frac{(215 + 145 + 85 + 55)^2}{20} = \frac{(500)^2}{20} = \frac{250,000}{20} = 12500$$

$$SS_B = 15500 - 12500 = 3000$$

$$SS_W = SS_T - SS_B = 3600 - 3000 = 600$$

$$SS_W = 600$$

Calculation of Degrees of Freedom

$$SS_T \text{ df} = N - 1 = 20 - 1 = 19$$

$$SS_B \text{ df} = n - 1 = 4 - 1 = 3$$

$$SS_W \text{ df} = n - 1 + n - 1 + n - 1 + n - 1 = 4n - 4 = 4(5) - 4 = 20 - 4 = 16$$

Calculation of Mean Squares:

$$\text{Mean square } SS_B = \frac{3000}{3} = 1000$$

$$3$$

$$\text{Mean square } SS_W = \frac{600}{16} = 37.5$$

$$16$$

$$\text{F-value} = \frac{\text{Between group mean square}}{\text{Within group mean square}} = \frac{1000}{37.5} = 26.67$$

Table 4.6: Computation of Analysis of Variance on the influence of marketing knowledge on enhanced work performance of educated women entrepreneurs in Enugu urban city.

Source of variance	sum of square	Degree of freedom	Mean sum of square	Calculate F-value	Table critical F	Decision
Between group	3000	3	1000	26.67	6.30	Reject
Within group	600	16	37.5			
Total	3600	19				

Source: Statistical Computation and Table

From table 4.6 the calculated F-value (26.67) exceeds the 6.30 critical table values for 3 and 16 degrees of freedom. The null hypothesis is rejected while the alternative is accepted hence there is a significant relationship between marketing knowledge and enhanced work performance of educated women entrepreneurs in Enugu urban city.

5.1 Conclusion

This paper has tried to examine the relationship between success factors and enhanced work performance among educated women entrepreneurs in Enugu urban city. Concisely stated, it assumes that formal education and skill development is highly instrumental and even necessary for improving the productive capacity of educated women entrepreneurs. The main thrust of this paper is based on three principles:

- Human capital development is critical and crucial to women entrepreneurial development and success.
- Human capital refers to the stock of competences, knowledge and personality attributes embodied in a person to perform labor to produce economic value.
- Education/industrial experience and knowledge of marketing enhances the work performance of educated women entrepreneurs.

5.2 RECOMMENDATIONS

Arising from the findings and conclusion of this paper, it is suggested that both the Federal and Enugu state governments should take the following measures to encourage and sustain educated women in their entrepreneurial ventures:

- ❖ All prospective educated women entrepreneurs in Nigeria should undergo formal skill acquisition training before setting up their own business.
- ❖ A minimum period of six months apprenticeship is recommended for skill acquisition.
- ❖ Creation of special government funding agency for educated women entrepreneurs.
- ❖ Conduction of town hall meetings to create awareness and encourage educated women into entrepreneurship.
- ❖ Encouragement of husbands to support the entrepreneurial activities of their wives.
- ❖ Inclusion and enforcement of entrepreneurial education in our secondary and tertiary institutions.
- ❖ Provision of incentives like tax holidays and soft loans for educated women entrepreneurs.
- ❖ Encouragement of the National Directorate of Employment (NDE) and the Industrial Training Fund (ITF) in the provision of entrepreneurial technical training for prospective educated women entrepreneurs.
- ❖ Encouragement of commercial banks to reduce the interest rate on loans to educated women entrepreneurs.
- ❖ Encouragement of educated women entrepreneurs in Enugu State in particular and Nigeria in general to form co-operatives for the procurement of government support.
- ❖ Encouragement of non-governmental agencies and international organizations to financially and technically support educated women entrepreneurs in Nigeria.
- ❖ Provision of state and national awards for successful educated women entrepreneurs in Nigeria.
- ❖ Government should establish micro-finance agencies to grant soft loans or micro-credits to educated women entrepreneurs to enable them obtain the required capital used in the commencement of their business.

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